

**Whatcom Alliance for Healthcare Access  
Physician Recruitment & Retention Program**

Develop a Practice Profile & Position Description

Service Description

“Getting all your ducks in a row” is the first step in initiating a successful physician recruitment campaign. This is the most complex WAHA service offered as it takes the most time and effort. However, it is important that this step be in place before posting your position, as a well-planned execution of this step will greatly increase the chances for successful recruitment. By taking the time to plan thoroughly, you’ll be ready to make that phone call, or plan a site visit, or make an offer quickly while feeling confident that you have found the perfect candidate for your open position.

The elements of this WAHA service are about setting up a recruitment process that is designed for success by:

- Providing an **overview** of the rest of the recruitment process.
- Setting clear **expectations** about your recruitment process, such as timeline & costs.
- Determining **which services** you may wish to pursue on your own and which to ask for WAHA’s assistance.
- Going through a **practice profile** to thoroughly document the need for a new provider, identify your specific recruitment needs and define your desired candidate qualifications.
- Clearly defining the opportunity by developing a **job posting** specific to your opening.
- Deciding on and designing additional **promotional materials**, if any.
- Having your practice work on the **offer** you are willing to make to the right candidate by having a contract template in place.
- Preparing you for **telephone interviews** and **site visits** by compiling information about the community.
- Considering your long-term recruitment and retention needs.
- Providing some tips on how to get organized by creating internal tracking systems of inquiries, CVs received, telephone conversations, etc.

A word about offers & contract negotiations

WAHA is unable to be involved in designing your practice’s specific offer or contract negotiations as this is a step specific to your practice. However, this critical step needs to be addressed since the speed and ease in which the offer is given may make or break the deal. The following are some tips we can offer:

- Remember that due diligence is crucial in this step, particularly in that background & references checks need to be done before an offer is made, or any offer needs to state that it is “contingent upon the successful outcome of any background checks.”
- Any offers made should be absent of any surprises.

## ***Whatcom Alliance for Healthcare Access Physician Recruitment & Retention Program***

- Compensation offers need to be competitive. Do your homework regarding what the current market would suggest a “competitive offer” to be. Also consider other incentives, flexible work options, leadership involvement, skill enhancement and other employment benefits. WAHA may be able to direct you to some resources (such as market surveys) that may help with this issue.
- A “Letter of Intent” is not legally binding and therefore can be handed to a candidate at the end of his/her successful site visit. The letter precedes the contract but allows the candidate to take the offer home to ponder it. If you have a template “letter of intent” ready, you can quickly plug in the specific information/requests generated by the site visit.
- The “Letter of Agreement” (aka the “Contract”) is legally binding and should be reviewed by lawyers of both parties.
- Refer to web-based resources such as the AMA for contract information.
- Ask your colleagues about where they have gone to develop employment contract templates or local lawyers who can help in the development of a contract.

### WAHA recommends:

- Being realistic about the time & expense that it takes to recruit successfully.
- Getting organized **before** starting to recruit. This will save you time, energy and resources if you spend more time in the beginning of the recruitment process.
- Calling WAHA at 360-788-6588 to see which recruitment services your practice might be eligible for.

### Related WAHA resources available:

- [“Practice Profile” Template](#)
- [“Position Description Template”](#)
- [“Resources for Physician Candidates”](#)
- “Practice Package” including “Physician Candidate Package”\* (hard copy only)
- [“List of Compensation Resources”](#)

\*The “Practice Package” is given to a practice by the WAHA Recruiter at the first visit and includes the following. Most of these items can be gathered through WAHA and the [Whatcom County Chamber of Commerce](#).

- The WAHA Recruitment & Retention Service List
- A “Physician Recruitment & Retention Resource Guide”
- Compensation resources (by request & if available)
- A “Practice Profile” form
- A draft job posting for your practice’s specific opportunity
- At least one “Packet for Physician Candidates” which includes:
  - The WAHA list “Resources for Physician Candidates”
  - A Whatcom County Chamber of Commerce Resource Guide
  - A Chamber of Commerce Relocation Packet
  - Local Publications such as “Entertainment News NW” and “Whatcom Magazine”